



October 3, 2012

My name is Russ Klein and I am the Chief Marketing Officer for Arby's Restaurant Group. I want to extend my sincerest apologies over offending the good people of Iowa as a result of our new advertising campaign, "Slicing up the Truth about Freshness". I am responsible for Arby's advertising, and I approved the work in question.

Please know that in no way was the advertising ever designed to disparage the state of Iowa, but rather the advertising was meant to dramatize the distance between Subway's slicing facilities and any given Subway restaurant. Odd as it may sound to you...our line of thinking was that we owed viewers all of the information in terms of accurately depicting the proximity of Subways' slicing facility and any given Subway restaurant. Nonetheless, we did not intend to offend any Iowans; so I owe you a personal and professional apology accordingly.

Our advertising was revised to remove any reference to Iowa, within 48 hours of understanding the seriousness of the matter. The revised commercials have been trafficked to all TV stations...and should be on air this week.

As a guy who grew up in Cleveland, Ohio and watched late night comedians deliberately use, and continue to use, my hometown as the brunt of their jokes I consider myself a master of empathy in this regard. Our hometown is part of who we are and even when it's unintended...I know it hurts. I know it's unfair. And I know I didn't like it either.

Sincerely,

Russ Klein
Chief Marketing Officer